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29 August 1966

MEMORANDUM FOR: Mr. R. Jack Smith  
Deputy Director for Intelligence

SUBJECT : Participants in the McNamara Project

1. Per your request I have compiled a list of persons known to me whose contributions to the McNamara Project deserve special mention. The report sent to the Secretary of Defense was very much a team effort. As you know, inputs were made by ORR, OCI, and the DDI Research Staff. I went through all of them personally and then chaired a series of coordination meetings on the annexes in order to turn the various individual contributions into component and complementary parts of a single whole. These coordination sessions were attended by [redacted] and Major [redacted] of SAVA. The graphics were produced primarily by ORR under the direction of [redacted]. The typing of the continuous draft was organized by [redacted] of OCI and the production of the final paper was supervised, very ably, by [redacted]. I myself kept a general eye over the total effort and drafted the Summary. The persons whom I mention below were also obviously drawing on the work of others. They should be contacted for the names of their own colleagues who made useful contributions.

a. [redacted] supervised the ORR input which constitutes Annexes I, IV and V. Annex II is a meld of an ORR input and an OCI input which we combined into a single paper. The quality of the ORR contribution speaks for itself and needs no further praise from me. [redacted] made a great contribution to the coordination sessions and deserves personally a great deal of credit for the final paper.

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b. [ ] supervised the production of the OCI inputs which appear as Annexes III, VI, IX, X and XI. The quality of his work and that of his colleagues also speaks for itself. He too made a great contribution to the coordination sessions and deserves a great measure of credit for the final product.

c. Mr. Robert Layton of ONE helped edit what appears as Annexes VI and VII, did yeoman work in the coordination sessions and filled in generally as a pinch hitter, proofreader and odd-job man. The paper could never have been produced on time without his assistance.

25X1  
d. [ ] of the DDI Research Staff researched and wrote Annex XII, with some assistance from his colleagues. This historical study of Communist negotiation practices is a first-class piece of work in its own right, and one of great value. It reflects the intelligence and thorough scholarship that marks everything [ ] does.

25X1  
e. Mr. Samuel Adams of OCI did the initial draft of what appears in the final paper as Annexes VI and VII. His comments on Viet Cong morale reflect the many months of work he has put into researching this topic both in Washington and then in Saigon. His contributions are among the most useful and significant elements of the final paper and he deserves to be commended for them.

25X1  
f. [ ] of SAVA helped me go through the initial draft and am discharged a variety of essential chores. His assistance also contributed significantly to our ability to get the paper out on time.

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g. [ ] of ONE read the draft contributions and made a number of helpful suggestions, lent a hand in the coordination sessions and also contributed to the success of the total effort.

25X1  
h. [ ] arranged for the typing of the complete draft. Had it not been for his sterling performance and that of his associates in this mammoth physical task it would have been absolutely impossible to meet our deadline. In this context you should be aware that the draft was put on magnetic tapes employing the Selectric typewriter, a relatively new process which thoroughly vindicated itself when put to this rather formidable test. Without this process our deadline would not have been met.

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i. [redacted] supervised<sup>5X1</sup> the actual production of the final paper, designing the cover, the layout, and attending to the many details involved in this exercise. The aesthetic and design quality of the final report is the best witness to their professional skill and the value of their contribution.

j. [redacted] of ORR, with his colleagues,<sup>25X1</sup> handled the production of the graphics. He did the layout and initial design, bore most patiently the quirks and personal design whims of the editorial board and -- as any reader of the final document can see -- produced a very handsome set of graphics which contribute markedly to the quality of the final product.

k. [redacted] of the Cartography Division of OBI<sup>25X1</sup> not only deserves commendation for his help with the maps but merits particular praise for catching a major error which had escaped everyone else's eye. Thanks to his attention we avoided putting out a product that was flawed.

1. Mr. Richard Lehman, Deputy Director of OCL, provided the typing support without which the Summary could never have been finished on time, very ably chaired the lengthy coordination session on the Summary, and was in every way an invaluable source of support and assistance.

2. The persons mentioned above are those of whose contributions I have direct knowledge. Each one deserves both praise and thanks. So too, of course, do their associates, colleagues and subordinates who also contributed but whose names I do not know.

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George A. Carver, Jr.

Acting Special Assistant for Vietnamese Affairs

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